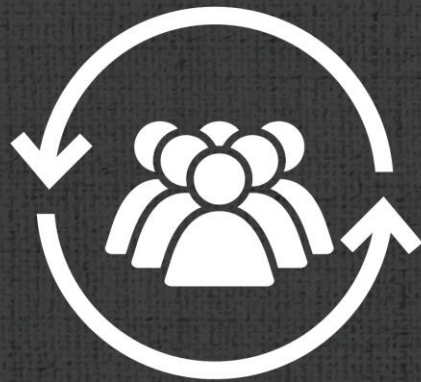


HUMAN RESOURCES



VALUE PROPOSITION

I expect fair hiring practices and an equitable employment environment in compliance with applicable legislation; and the provision of opportunities to develop skills to support employee growth and organizational needs.

KEEP IN MIND:

Influencing Factors

Influencing factors can create variances in comparison data from year-to-year and from municipality-to-municipality.



Degree of Unionization
Impact of labour relations and collective agreements



Economic Situation
Less or more employment opportunities and decrease or increase in retirement rate



Municipal Benefits & Pension Plan
Attract and retain staff to a higher degree than private sector employment



Organizational Form
Varying service delivery of Human Services



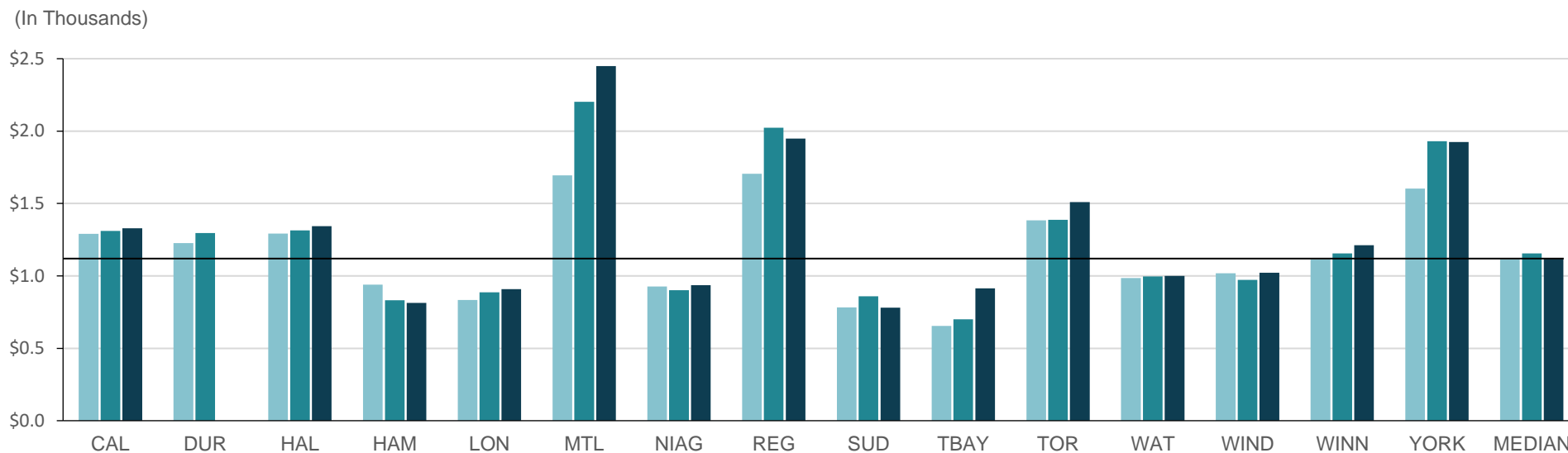
Staffing of Services
Demand on staffing for processing high-turnover job service areas

For a full description of influencing factors, please go to: www.mbncanada.ca

Human Resources

Figure 14.1 Total Cost for Human Resources Administration per T4 Supported

This measure is the total cost of Human Resources administration only. The measure does not reflect the total cost of the various programs and supports that Human Resources provides for the municipality.



2017	\$1,291	\$1,227	\$1,293	\$940	\$834	\$1,695	\$927	\$1,706	\$782	\$655	\$1,384	\$986	\$1,018	\$1,114	\$1,603	\$1,114
2018	\$1,311	\$1,295	\$1,314	\$831	\$887	\$2,203	\$901	\$2,024	\$860	\$701	\$1,387	\$997	\$972	\$1,156	\$1,930	\$1,156
2019	\$1,328	N/A	\$1,344	\$813	\$909	\$2,448	\$935	\$1,948	\$781	\$914	\$1,509	\$999	\$1,021	\$1,212	\$1,925	\$1,117

Source: HMRS215T (Service Level)

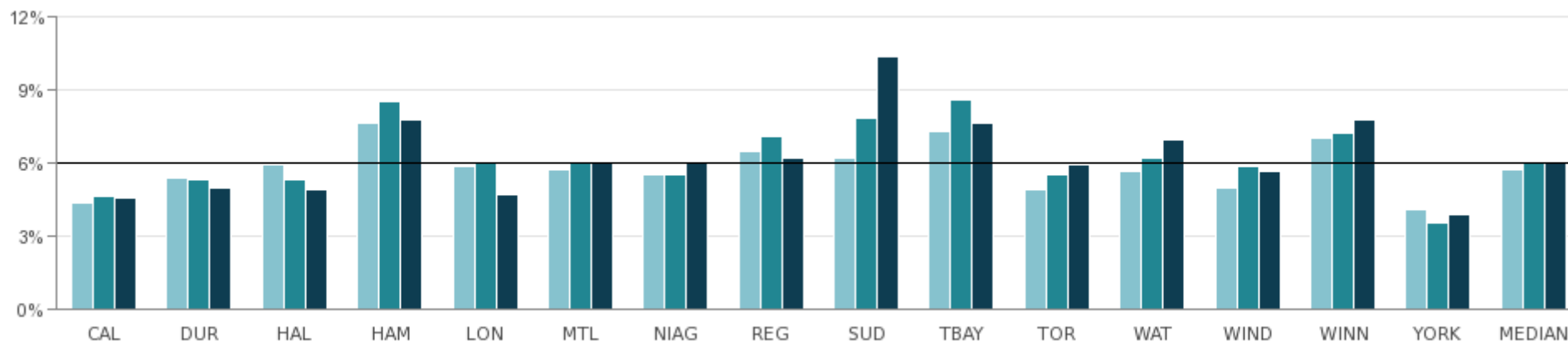
Durham: Data entry for 2019 delayed due to COVID-19 pandemic.

Montreal: In 2018, the increase in total cost was due to a higher number of T4's issued because 2017 was a municipal election year. In 2019, there was a combination of a decrease in the 4th quarter's number by 7.2% and an increase in the total cost of human resources administration by 3.1%.

Human Resources

Figure 14.2 Permanent Voluntary Employee Turnover Rate

This measure reflects voluntary separations of permanent staff (full-time and part-time), including resignations (voluntary exits) and retirements of any sort.



2017	4.37%	5.41%	5.91%	7.61%	5.83%	5.71%	5.50%	6.48%	6.22%	7.28%	4.90%	5.64%	4.94%	7.03%	4.08%	5.71%
2018	4.66%	5.31%	5.32%	8.55%	5.98%	6.10%	5.50%	7.07%	7.86%	8.57%	5.51%	6.18%	5.84%	7.20%	3.54%	5.98%
2019	4.57%	4.97%	4.92%	7.79%	4.68%	6.04%	6.01%	6.21%	10.39%	7.62%	5.91%	6.95%	5.69%	7.76%	3.85%	6.01%

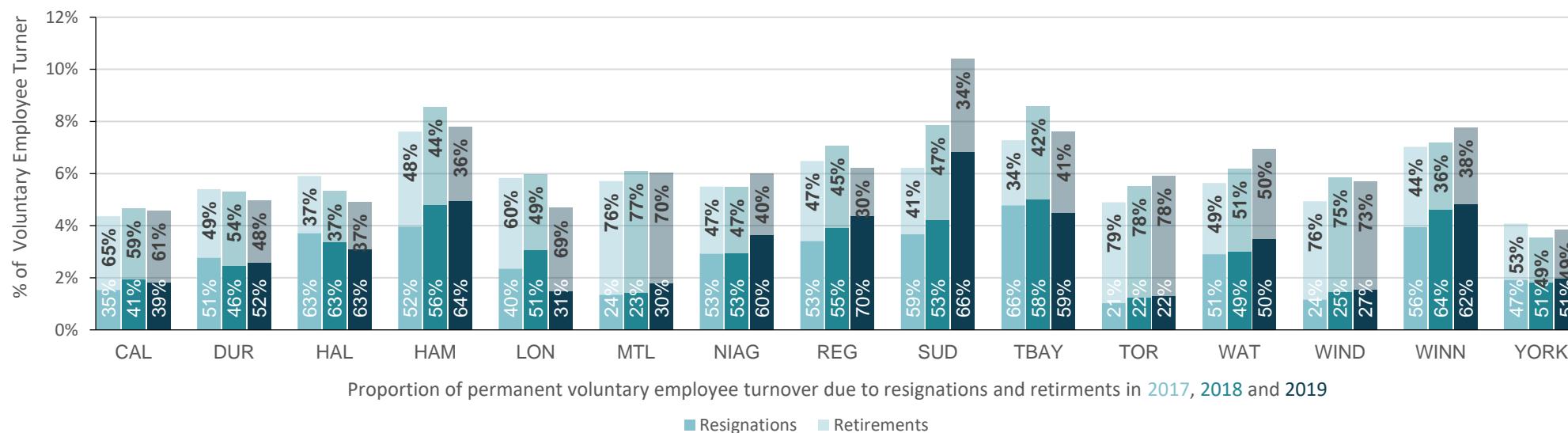
Source: HMRS406 (Customer Service)

Sudbury: The number of retirements for 2018 and 2019 are the same however the number of voluntary separations/resignations increased in 2019 due to Long-Term Care staff and volunteer Firefighters.

Human Resources

Figure 14.3 Proportion of Resignations and Retirements

This graph reflects the proportion of permanent voluntary employee turnover due to resignations and retirements.



	CAL	DUR	HAL	HAM	LON	MTL	NIAG	REG	SUD	TBAY	TOR	WAT	WIND	WINN	YORK
Resignations															
	Source: HMRS800 (Statistic)														
2017	190	123	86	256	58	274	92	61	75	107	223	87	24	354	66
2018	238	111	93	312	77	288	91	69	86	107	269	91	30	415	64
2019	225	119	84	329	38	367	115	77	144	96	280	108	34	425	71
Retirements															
	Source: HMRS801 (Statistic)														
2017	352	117	51	236	86	889	81	55	52	56	838	82	78	276	74
2018	340	130	54	246	74	959	80	56	75	77	931	96	92	236	61
2019	348	110	50	189	83	872	76	33	75	67	1,003	107	91	260	69

